

**Theme 1 – Housing and Regeneration Priorities/Increasing the supply of housing**

Action	Outcome	Lead	Timescale	Resource Implications	Progress
Explore and deliver a regeneration programme for the Canal Quarter which includes mixed tenure residential housing	To increase the supply of high quality and energy efficient homes in the city centre to meet a wide range of local housing need. Contributes towards climate change mitigation	Strategic Projects Manager	SRF prepared 2019 – project scope/length not determined yet	Would require prudential borrowing – costs to be determined	Successful BLRF funding bid made. First Phase 1 site at Nelson Street car park now has planning permission/HE funding in place. SoS Spring 2026. PME completed for Coopers Field.
Explore and take forward a new programme of housing acquisitions in Morecambe	To improve the existing housing stock and to increase the choice and quality of housing in Morecambe. Contributes towards climate change mitigation	To be identified	Feasibility commenced 2020	Prudential borrowing - £3M initially committed	Project found to be unviable at present. May review at a future point.
Identify options to provide a comprehensive regeneration scheme for Mainway following detailed consultation with tenants, residents and key stakeholders	To significantly improve the quality, thermal efficiency and design of housing provided. Contributes towards climate change mitigation	Head of Housing/Asset Manager	Feasibility commenced 2019/ Consultation 2020/ project period not determined yet but will be beyond Strategy period	Borrowing for development to be determined through Business Case.	Ongoing:- Skerton School site acquired and planning permission granted. Preliminary Market Engagement

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					undertaken in Dec 2025 to further explore delivery options and identify suitable RP/developer partners.
Explore and bring forward a purpose-built extra care scheme in north Lancaster	Will meet the local need identified and aligns to the Care and Support Strategy 2019. Increases the choice and quality of housing for older people. Contributes towards climate change mitigation	Principal Housing Strategy Manager	Feasibility commenced 2020		Planning permission granted although delays with S106. Still to identify a suitable RP to lead on delivery (trigger in the Legal Agreement to facilitate this).
Seek authority to consult on regeneration options for Ridge Square, identify suitable options and mechanisms that could be taken forward	To improve the quality of the existing housing and provide a more suitable layout seeking to retain services for local residents	Head of Housing/Asset Manager	2023/24	Still to be ascertained	Site visit took place in July 2021. Not being taken forward at this time.as lower priority scheme.
Implement a programme of refurbishment to Mellishaw Caravan Park	To bring about comprehensive improvements to the standard and quality of the site	Head of Housing/Repairs and Maintenance Manager	Consultation May 21 Construction Jan 22 – March 23 anticipated	GF reserves already committed - £1.2M	<b>Completed</b>

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Review opportunities to acquire or develop new build housing in Morecambe if the Future High Streets bid is successful	Would increase the portfolio of housing delivered through the LATCo and contribute to regeneration priorities for Morecambe	Director of Economic Growth and Regeneration	April 22		<b>Bid unsuccessful. LATCo is currently dormant due to increased interest rates and increases in construction costs</b>
Explore residential schemes identified through the Capital Investment Strategy process on a case by case basis and subject to having necessary resources	Would increase the portfolio of housing delivered through the LATCo and could meet a local housing need	Strategic Projects Manager/Principal Housing Strategy Officer	As and when identified	GF through prudential borrowing and subject to Business Case	<b>LATCo is currently dormant due to increased interest rates and increases in construction costs.</b>
Appoint legal and financial consultants to investigate and recommend options to create a new Local Authority Housing Company (LATCo)	To generate the necessary finance to bring housing projects into fruition. To clearly understand the legal and financial implications of setting up the LATCo	Head of Housing/Principal Housing Strategy Officer/ Legal Services/Financial Services	Consultants appointed July 2020	Funded through GF.	<b>Completed</b>
Undertake analysis of the HRA borrowing opportunities	To establish the potential headroom to fund schemes identified	Head of Housing	Consultants appointed July 2020	Funded through HRA.	<b>Completed by LINK/MIAA in respect of Mainway</b>
Increase development capacity by creating dedicated officer	Interim MD will be required of the LATCo within existing resources. Existing Technical	Chief Exec/Head of Housing Services/Repairs	April 2021	Existing resources if this proves possible	<b>Completed – Asset Manager seconded into</b>

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resources to lead on key priorities and to work alongside existing staff.	Officer vacant post to incorporate some operational development activities and then capacity to be reviewed again by April 22	and Maintenance Manager			Development Manager role.
Acquire Investment Partner Status/explore Registered Provider Status for the LATCo through Homes England	To draw down Affordable Homes Programme Grant and any other available funding	Head of Housing/Principal Housing Strategy Officer	March 2021 for Investment Partner Status in HRA RP status for LATCo April 22 to undertake feasibility/cost benefit & risk analysis	Existing resources	Completed
Purchase the ProVal development appraisal system	To run development appraisals that demonstrate viability	Head of Housing Services/Principal Housing Strategy Officer	April 2021	Software funded through HRA	Completed
Review of the Meeting Housing Needs SPD	To provide greater interpretation and implementation of policies in the newly adopted Local Plan	Planning Officer (Housing and Communities)	April 2021	Existing resources.	Completed
Investigate the Implementation of a Fixed Transfer Policy for Affordable Housing Units	Provides a level playing field for all Registered Providers and simplifies the negotiations for affordable housing	Principal Housing Strategy Officer/Planning Officer (Housing and Communities)	April 22	Will form part of the Local Plan Review Viability Study – budget already in place via GF.	Deferred until Local Plan review. RP Framework taken forward through ICMD August 2022.
Support the development of two Community Led Housing schemes in Halton and support any emerging community led	Will provide 26 affordable homes for local people including 2 accessible, and 14 market sale. Will support community cohesion and	Principal Housing Strategy Officer/Community Housing Officer	Start on site expected April 2021	Community Housing Fund (direct award from central government) now fully allocated.	Lune Valley CLT development completed 22/23. Lapwing Housing Co-Op

schemes that are identified	independent living among the over 55s				(10 Beds) completed. Senior Co-Housing Scheme unviable/ revised scheme being pursued.
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**Theme 2 – Improving Housing Quality**

Action	Outcome	Lead	Timescale	Resource Implications	Progress
Purchase the BRE housing stock condition module and consider the merits of the preparation of a Private Sector Housing Renewal Strategy when data is available	To obtain comprehensive data on the existing dwelling stock which will allow detailed analysis and the targeting of poorly performing properties	Housing Standards Manager	April 2021 onwards		<b>Completed.</b> BRE appointed to prepare a Housing Stock Condition Survey.
Create a new Retrofit Advisor officer post within the HIA	To increase existing staff capacity to be able to undertake independent assessments of properties in need of energy measures – contributes to climate change mitigation	Home Improvement Agency Manager	April 2021	New post would be fixed term for 12 months funded from HIA reserves	<b>Completed</b> and subsequently mainstreamed through HIA.
Implement the Service Improvement Plan for the HIA to introduce a new charging system for able to pay residents	Will ensure future services are sustainable and that free services can continue for those that need it	Home Improvement Agency Manager	April 2021	Should be delivered through existing resources and income generation	<b>Completed</b>

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whilst continuing to deliver free core services to the most vulnerable					
Review whether the council should implement Selective Licensing in Morecambe and if approved, use the data to review whether Article 4 Direction could be applied to better control applications for HMO's	An additional tool to increase the quality and management of private sector housing stock in a designated area	Housing Standards Manager	September 2021 to start consultation		Cabinet decision not to implement Selective Licensing taken in 2024. Data collection currently ongoing to identify HMO's in Morecambe.
Continue to pro-actively reduce the number of empty homes and explore funding opportunities wherever possible and investigate a programme of acquiring empty homes, refurbishing and selling or retaining through the LATCo.	To reduce the number of empty homes in Lancaster district	Empty Homes Officer	Ongoing	Some research undertaken in providing loans to Empty Homes owners in 2025 but funding not yet identified.	Completed – Empty Homes Strategy 2025-2030 adopted.
Develop a new social lettings agency either delivered in-house or	To increase the supply of good quality private rented accommodation.	Head of Housing/Principal Housing Strategy Officer/Principal	October 2021	Existing resources and through a future bid (MHCLG Next Steps Accommodation)	Explored but not taken forward due to reductions

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through a new partnership		Housing Options Manager			in use of B&B/Hotels.
Develop and implement a retrofit action plan for existing council housing stock	To understand the costs and delivery of options/measures to increase the energy performance of all council housing to a minimum of EPC C – contributes to climate change mitigation	Head of Housing/Technical Manager	March 2022 – 2030	Review of existing HRA Capital Programme/bids for government funding	Climate Statement completed. Work still underway. Successful bids made under LAD1B/Wave 2 SHDF and through consortia bid for SHDF Wave 3 with Liverpool City Region.
Create a new Energy Advice Officer within Council Housing Services	To support tenants by providing advice on heating systems, budgeting and implementing new energy measures to combat fuel poverty – contributes to climate change mitigation	Head of Housing	March 2021	HRA	Completed
Arrange Retrofit Assessor Training to RMS staff who have completed the Domestic Energy Assessor Training.	To ensure compliance to PAS 2035/Trustmark accreditation – contributes towards climate change mitigation	Repairs and Maintenance Manager	April 2021	Funding made available through UKSPF 2024/2025 training programme.	Completed
Investigate/develop a disposal policy for existing HRA stock	Where properties are uneconomical to maintain/improve and the	Head of Housing/Neighbourhood	April 2021	HRA but could be cost neutral	Still pending

	capital receipt could be used to build/purchase other more suitable dwellings – contributes towards climate change mitigation	and Support Services Manager			
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**Theme 3 Meeting the needs of Communities and Supporting Residents**

Action	Outcome	Lead	Timescale	Resource Implications	Progress
Implement the actions identified in the council’s Homelessness Strategy 2020-23 which seeks to improve the services provided to people who are homeless or threatened with homelessness	To prevent homelessness	Principal Housing Options Manager	2020-2023	Existing resources/future funding bids where possible	<b>Completed.</b> Homelessness Strategy 2023/28 adopted. Annual reviews of the Homelessness Strategy completed. Work to bring forward updated Strategy underway.
Utilise the award of revenue funding from the Next Steps Accommodation bid by planning additional winter provision, set up the Help2Rent Landlord incentive scheme, facilitate timely moves from supported housing and extend the intensive floating support services	To prevent rough sleeping	Principal Housing Options Manager	By April 2021	All funded through NSAP bid	<b>Completed</b>

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Increase the supply of long-term accommodation available to people who are homeless either provided by the council or through a partnership/partner organisation/Private Sector Landlords	Reduces time in temporary accommodation, provides timely offers to people in supported housing schemes and prevents homelessness	Principal Housing Strategy Officer/Principal Housing Options Manager	Ongoing	Prudential borrowing through the LATCo/HRA/future bids for grant funding and through existing partnerships with RP's	RSAP bid successful. Jubilee Court purchased. 87 King Street being explored. Ongoing through RP's and HRA sites. New officer post in place for PRS engagement. Funding achieved through RSI for Housing First model.
Review the council's current allocation scheme	Will allow swifter offers of accommodation to be made to homeless households occupying temporary accommodation	Principal Housing Options Manager/Choice Based Lettings Manager	October 2020	Existing resources	Completed
Purchase a new Choice Based Lettings system	Allows better integration between the homelessness system and CBL system, more cost effective than upgrading existing system and will deliver an improved service to customers and greater range of housing choices	Principal Housing Options Manager/Choice Based Lettings Manager	September 2021	HRA	Completed. Locata CBL system now live and fully operational
Investigate a retrofitting scheme for properties being acquired through the LATCo bringing together a model	Will increase the skills and experience of council staff and local contractors as	Head of Housing/Economic Development/Development Team	2020 until 2023/24	Prudential borrowing required	Scheme explored and deemed unviable.

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which includes council staff, local contractors and existing residents	well as tackling unemployment				
Carry out an audit of existing council housing stock and options needed to increase digital connectivity	Will aid management of the housing stock and improve the life chances of council tenants.	Repairs and Maintenance Manager	March – September 22	Existing resources	88% stock condition surveys completed to date. Digital connectivity work still pending.
Develop a detailed action plan and explore new ways of delivering services and best practice to be agreed by Housing Leads and Children’s Social Care Commissioning Leads following the planned re-tendering of services in Lancaster Wyre and Fylde	To increase the supply of housing options for young people including children looked after.	Principal Housing Options Manager/Principal Housing Strategy Officer/Commissioning Leads at Lancashire County Council	April 2021	Primarily RP’s but could include some provision through HRA/LATCo.	Pending – some re-tendering of services has taken place but current arrangements between districts and county council require improvement and better management.
To increase the supply of one-bedroom accommodation and where possible, in a dispersed setting for people with complex needs/ex-offenders	Will contribute towards community safety, offender management and prevent homelessness	Principal Housing Options Manager/Principal Housing Strategy Officer	Ongoing until 2025	HRA/LATCo/Future bids (MHCLG Next Steps Accommodation	Completed. RSAP bid successful although provision for high-risk offenders still need to be addressed.
Pilot a bespoke Housing First model in Lancaster district	Will increase the treatment/housing options people who have a long-standing history of substance misuse	Head of Housing/Principal Housing Options Manager	March 2022	Existing resources	Funding bid through RSI successful. Identifying suitable tenancies

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					has created delays but some accommodation now identified with work ongoing to identify more.
To work in partnership with Commissioning Leads at Lancashire County Council to bring forward supported living schemes for people with Learning and/or Physical Disabilities/Mental Ill Health	To increase the existing provision by a further 60 apartments over a five-year period	Principal Housing Strategy Officer	Ongoing until 2025	Envisaged to be delivered by Registered Providers	Housing with Care Steering Group and Locality Groups set up with delivery plans in place. To date two new services delivered and a third expected to apply for planning permission in 2026.
Increase the supply of purpose-built wheelchair properties where possible	To provide more specialist housing to people with physical disabilities	Principal Housing Strategy Officer	Ongoing until 2025		Ongoing through development opportunities. Local Plan policy on dwelling standards to be reviewed - 20% M4(2) requirement currently.
To work collaboratively with Lancashire County Council	To increase the housing options available to older	Principal Housing Strategy Officer	Ongoing until 2025	HRA /Registered Providers	Completed - First Extra Care

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Commissioning Leads to bring purpose built extra care schemes into fruition	people to allow them to live in an independent setting for as long as possible				Scheme in Lancaster due for handover in 2026.
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